THE MANUFACTURING EXTENSION PARTNERSHIP

Delivering Measurable Results to Its Clients

Fiscal Year 2008 Results

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MEP • MANUFACTURING EXTENSION PARTNERSHIP

NIST
National Institute of Standards and Technology
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EXECUTIVE SUMMARY

Created in 1988, the Hollings Manufacturing Extension Partnership (MEP), a program of the U.S. Department of Commerce's National Institute of Standards and Technology (NIST) provides knowledge and problem-solving services to improve the productivity, economic competitiveness and technological capabilities of America's manufacturers, particularly small manufacturers. MEP is a results-based system of locally operated and staffed non-profit and university-based organizations leveraging federal, state and local, and private resources. This partnership among the federal government, state and local governments, and the private sector has manufacturing extension offices providing a range of needed services to manufacturers across the country and in Puerto Rico. These organizations provide critical services and assistance to meet clients' current and future strategic needs. MEP delivers its services on the shop floors of manufacturing firms and works directly with these firms to provide expertise and services tailored to their most important needs. With the introduction of innovation and growth services in 2008, MEP is ensuring that the services it offers evolve with the changing needs of manufacturers.

Since 1996, NIST MEP has used an independent third party organization to conduct a national survey of center clients. The survey collects client level data on the business impact of the services provided by their local center. These results allow the NIST MEP to gauge the impact of the MEP network on America's manufacturers and its economic impact on the national, state, and regional economies. Clients are surveyed two quarters after an initial project is completed.

Each year the MEP network helps thousands of client companies solve problems, increase productivity, improve their economic competitiveness, and enhance their technological capabilities. As a result, MEP clients achieve higher profits, save time and money, invest in physical and human capital, and create and retain thousands of jobs. This brief report documents the survey process and summarizes the total national client impacts for the services provided in Fiscal Year 2008. Since the survey is conducted two quarters after the completion of services, survey results reported here were collected during Fiscal Year 2008. The MEP clients reported that the services led to:

- Creating and retaining nearly 53 thousand jobs;
- Helping firms increase and retain sales by over $9 billion;
- Leveraging over $1.7 billion in new private sector investment; and,
- Generating cost savings of over $1.4 billion
- Nearly two-thirds of MEP clients reported that they would be very likely to recommend MEP to others

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I. INTRODUCTION

A. The Manufacturing Extension Partnership

Created in 1988, the Manufacturing Extension Partnership (MEP), a program of the U.S. Department of Commerce's National Institute of Standards and Technology (NIST), provides knowledge and problem-solving services to improve the productivity, economic competitiveness and technological capabilities of America's manufacturers, particularly small manufacturers. MEP is a results-based system of locally operated and staffed non-profit and university-based organizations, leveraging federal, state and local, and private resources. These centers tailor their services to the communities and manufacturers they work with and provide critical services to meet clients' current and future strategic needs.

This partnership among the federal government, state and local governments, and the private sector has manufacturing extension offices in all 50 states and in Puerto Rico. The MEP network is dynamic and constantly evolving, in terms of services provided, the resources used to support their work, and the manufacturers they serve. MEP delivers its services on the shop floor of manufacturing firms.

Centers work directly with local firms to provide expertise and services tailored to firms' most critical needs, ranging from process improvements, product development, and employee training; to adopting new business practices and the application of information technology. During Fiscal Year 2008, MEP provided intensive services in areas including business systems, human resource management, process improvement, product development, and market development to nearly 9,000 manufacturing establishments. MEP services are provided through a combination of direct assistance from center staff and assistance from private sector consultants. This diversity is strength, and permits local MEP Centers to provide a wide range of mission-related services tailored to the state and regional economies they serve.

Driven by evolving customer and market demands, MEP constantly refines and improves its products, services and service-delivery approaches. MEP's work with its clients focuses on technology, innovation, training, and technical assistance. Since the program began, clients have used the NIST MEP program 422,000 times. In Fiscal Year 2008, MEP Centers engaged with nearly 32,000 manufacturing establishments throughout the Unites States and Puerto Rico to provide a range of services including one-on-one assistance to their needs in terms of education and information.

B. Small Manufacturers and Their Challenges

MEP's primary clients, the more than 330,000 U.S. small manufacturing establishments with fewer than 500 employees, are important cornerstones of the U.S. economy and are important contributors to national and economic security.[1] Diversity, geographic dispersion and complexity characterize the small manufacturing marketplace. Small manufacturing establishments are a critical national economic resource as reported by the U.S. Census Bureau: in 2002, they represent nearly 99 percent of all manufacturing establishments, account for 70 percent of all manufacturing employment, employ over 10.2

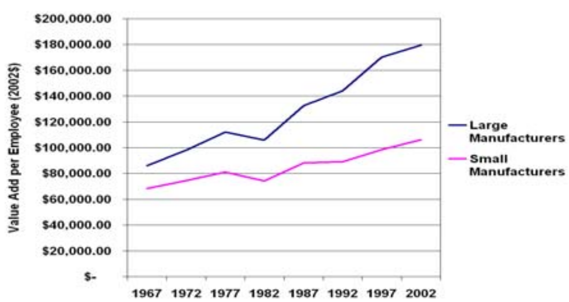
[1] The number of small manufacturing establishments is from the 2007 County Business Patterns data series. For additional information on the challenges confronting small manufacturing firms, see The Manufacturing Institute, the National Association of Manufacturers and RSM McGladrey, Inc. The Future Success of Small and Medium Manufacturers: Challenges and Policy Issues. 2006.

million people, and account for about 57 percent of the total value-added by all U.S. manufacturers.[2]

Critical as they are to the national economy, smaller manufacturers are less likely than larger firms to implement new technology, to adopt modern manufacturing processes, invest in worker training, adopt new forms of work organization, and to deploy improved business practices. Lacking the information networks, technical skills, and resources available to large firms, the productivity gap between small and large manufacturers has grown over time (See Figure 1).

Figure 1

The Productivity Gap Between Small and Large Manufacturing Establishments is Growing, 1967-2002



Source: Census of Manufacturers, U.S. Census Bureau

The relationship between large and small firms is becoming more complementary and cooperative rather than competitive. As large firms increase their dependence on suppliers for parts and services, the performance and capabilities of small manufacturers is even more important to the competitiveness of all manufacturers and to the health of the U.S. economy. Further, large manufacturers are requiring small firms within their supply chains to meet increasingly rigorous quality standards, to reduce costs, and become sources of innovation. Failure to comply with these requirements can prevent small firms from surviving in these important product markets. MEP Centers are working cooperatively with both large and small manufacturers in order to better understand the role small manufacturers increasingly play in making key components for larger establishments. During Fiscal Year 2008, MEP provided services in areas including business systems, human resource management, process improvement, product development, and market development to over 8,400 manufacturing establishments

II. THE MEP SURVEY

A. Survey Purpose

Since 1996, NIST MEP has sponsored a national survey of center clients by independent survey experts. The survey asks clients to report on the business impact of the services provided by their local center. NIST MEP surveys center clients for two primary purposes:

- To collect aggregate information on program performance indicators to report to various stakeholders on program performance. The survey provides information about the quantifiable impacts that clients attribute to the services provided by MEP Centers. NIST MEP also conducts other episodic studies to evaluate the system's impact that corroborate and complement the survey results.
- To provide center-specific program performance and impact information for center use. Centers use this information to communicate results to their own stakeholders, at both the state and federal level. Center management and NIST MEP use these results to evaluate center performance and effectiveness. The MEP Center Review Criteria and review process place a strong emphasis on a center's ability to demonstrate impacts based on the survey results.

The survey results also provide MEP Centers with a tool to measure their center's performance and effectiveness as well as benchmark their performance against other centers and performance standards. In addition, the data allow NIST MEP to gauge the impact of the national MEP system on America's small manufacturers and its impact on the national and regional economies.

[2] These data are drawn from the 2002 Economic Census: Manufacturing (October 2005).

B. Survey Methods

Turner Marketing, INC conducts the MEP client survey. Turner Marketing is an Orlando-based call center providing lead generation, marketing, and database services across the US and Canada. Turner Marketing has experience both in market research and surveying, with a specialization in dealing with small manufacturers.

Turner Marketing conducts the survey quarterly, and MEP clients are interviewed annually. The survey asks clients to consider the entire set of projects or services provided by a center and to report on how their company's performance and processes have been affected in the last 12 months. The survey asks clients to report on the impact of MEP services in the following areas:

- Bottom-line client outcomes and impacts such as sales, capital investment and cost savings; and,
- Client satisfaction with the services provided.

The survey has 15 questions and takes on average 10 minutes to complete. A copy of the survey form and the questions is included in Appendix 3.

Clients are selected for the survey based on when the firm completed its first project with a center and are surveyed approximately 2 calendar quarters (6 months) later. For instance, if a client's project closed in March 2008, this client would be surveyed in the third quarter of 2008. Clients completing multiple projects with a center in a year are surveyed only once a year based on the date when they completed their first project. While clients are selected based on when a project was completed with a center, the survey is client-based rather than project-based. Clients can be surveyed multiple times for one project at the MEP Center's discretion. The intent for these multiple surveys is to capture impacts that may take multiple years to come to fruition.

MEP along with Turner Marketing uses several tools and techniques to minimize both response and non-response bias to the survey. Response bias may arise because of inaccurate responses to particular questions; non-response bias may arise due to errors because of an unrepresentative sample of MEP clients actually being surveyed. This might occur because some clients decline to participate or cannot be reached during the four-week survey period.

Several steps are taken to limit response bias. This includes informing the clients that they were selected for an interview and encouraging their participation in the study. A letter or email is sent to each client announcing that they have been selected for the survey and that Turner Marketing will be contacting them shortly to determine their experience and the outcomes of their work with a center, or that they can log on to the Turner Marketing survey website and complete the survey online.

The MEP Centers also follow up with non-respondents during the survey period via phone and email to encourage their participation. In addition, interview procedures include several call attempts to reach a client to complete an interview. This involves calling at different times and different days, and setting survey appointments with clients who request it.

Additional steps are undertaken to limit non-response bias. All interviewers use the same survey instruments and have written references for questions that may arise in the course of an interview. The survey uses Computer Assisted Telephone Interviewing (CATI) procedures. This requires scripting how each question is asked to ensure comparability from interviewer to interviewer and from MEP client to MEP client.

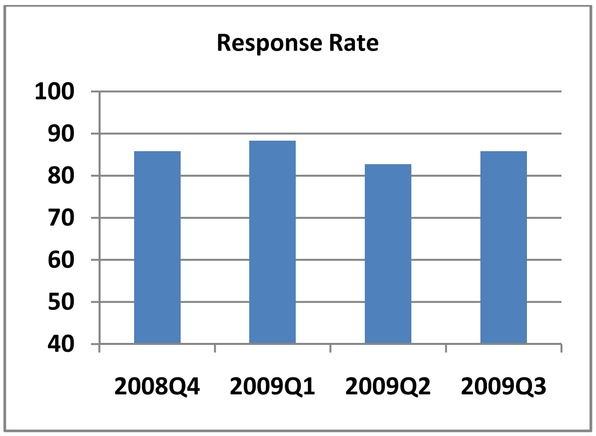
Interviewer training is conducted before each survey to review the procedures, questions, terms, definitions and the purpose and goals of the study. MEP regularly monitors the interviews. In addition to completing the survey through a phone interview, clients have the option of completing the survey via the Internet, which exactly follows the CATI telephone script. For the surveys conducted in FY 2008, 94.6 percent were completed via the Internet, and 5.4 percent via CATI. There is also a capability to conduct CATI surveys in Spanish at the client's request.

Table 1 shows the response rate for each survey period.[3]

Table 1

Response Rates

For FY 2009, 8,921 surveys were attempted, with 7,648 responding, resulting in an 85.7% response rate for the year.



III. CLIENT IMPACT SURVEY RESULTS

The program delivers measurable results to its clients. The services provided lead to improvements in client sales, investment, and cost savings, as well as increased and retained employment. Table 2 provides additional detail on productivity and competitiveness improvements reported by MEP clients. Tables 3 through 6 provide more detail on the bottom-line impacts reported by the 7,648 MEP clients interviewed.

- **Clients chose to work with MEP because of the program's expertise and price of services.** A majority of clients chose to work with MEP because of the knowledge and expertise of the center staff. Less than half of the clients reported that the price of MEPs services contributed to their decision to work with MEP. The lack of other nearby service providers was not much of a contributing factor. *(See Table 2).*

Table 2

Why Clients Chose to Work With MEP (Clients could choose up to 2 factors) *(n=7,648 clients)*

Factor for Choosing MEP	Percent of Clients Reporting
Center/Staff Expertise	58.0%
Cost/Price of Services	44.5%
Fair and Unbiased Advice/Services	21.8%
Reputation for Results	21.8%
Knowledge of Your Industry	17.2%
Specific Services Not Available From Other Providers	10.9%
Lack of Other Providers Nearby	5%
Other	7.5%

Note: percentages do not add to 100 since clients can select more than one factor.

- **The majority of MEP clients reported that MEP was their exclusive provider of business improvement services.** *(See Table 3).*

Table 3

Percent of Clients Reporting Using Other Service Providers *(n=7,648 clients)*

Other Service Provider Used	Percent of Clients Reporting
Yes	38.4%
No	56.1%
Don't Know/Refused	5.3%

[3] Appendix 1 explored the characteristics of the clients that responded to the survey and those that did not to examine if there are indications of potential response bias. Appendix 2 examines the confidence intervals for the survey results. Appendix 3 provides a copy of the actual survey instrument and the results for each question based on the client responses.

- **MEP Clients face a wide array of challenges.** Seven in ten MEP clients view continuous improvement and cost reduction strategies as their biggest strategic challenge. Many MEP clients also reported challenges in the area of growth, product innovation, and sustainability. *(See Table 4)*

Table 4

Top Challenges facing MEP clients over the next three years

(Clients could choose up to 3 challenges) (*n=7,648 clients)*

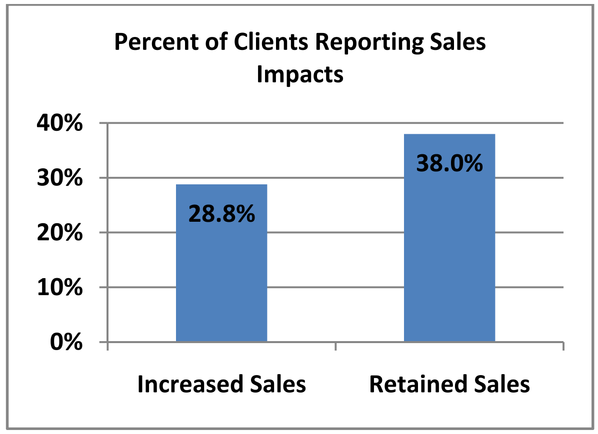
Strategic Challenge	Percent of Clients Reporting
Product Innovation/Development	45.3%
Identifying Growth Opportunities	59.2%
Ongoing Continuous Improvement	71.9%
Employee Recruitment and Retention	19.1%
Financing	18.0%
Exporting/Global Engagement	8.0%
Sustainability in Products and Processes	25.5%
Managing Partners and Suppliers	13..1%
Technology Needs	10.4%
Other	5.2%

Note: percentages do not add to 100 since clients can select more than one factor.

- **MEP services had a significant impact on company sales.** As a result of the services provided, a majority of MEP clients reported either increased sales or retained sales, resulting in over $9 billion in sales impact during FY 2008 *(See Table 5).*

Table 5

Sales Impacts Reported by MEP Clients *(n=7,648 clients)*

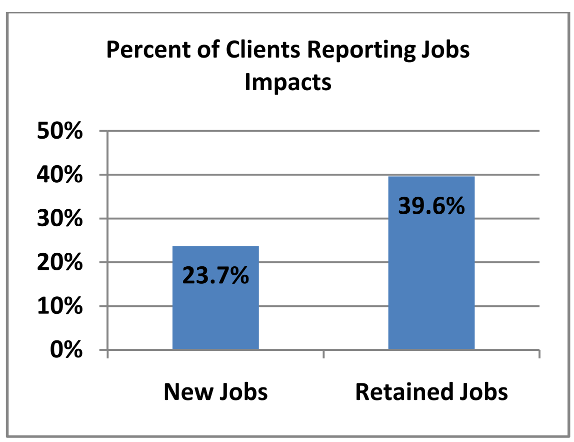


Impact	Dollar Amount
Increased Sales	$3.6 Billion
Retained Sales	$5.5 Billion

- **MEP clients created and retained jobs as result of services.** MEP services led to 4 out of 10 of its clients reporting that they either created or retained jobs during FY 2008. Overall, MEP clients created and retained 52,948 jobs *(See Table 6).*

Table 6

Employment Impacts Reported by MEP Clients *(n=7,648 clients)*

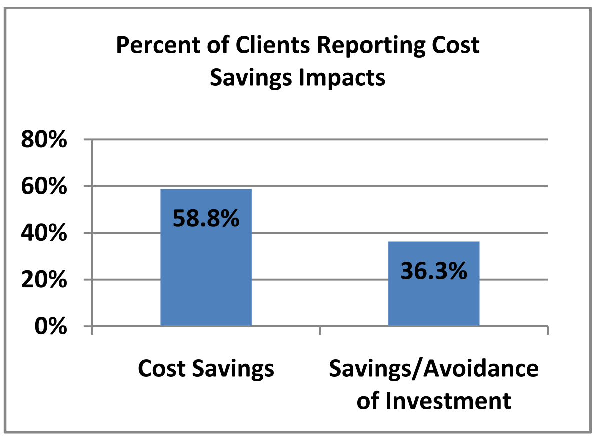


Impact	Dollar Amount
Creation of New Jobs	13,949 jobs
Retention of Jobs	38,999 jobs

- **MEP Clients' reported significant cost savings.** Seven out of ten MEP clients surveyed said that the services resulted in cost savings in areas such as labor, materials, inventory, and energy. MEP clients realized over $1.4 billion in total cost savings in FY 2008. *(See Table 7).*

Table 7

Cost Savings Impacts Reported by MEP Clients
(n=7,648 clients)

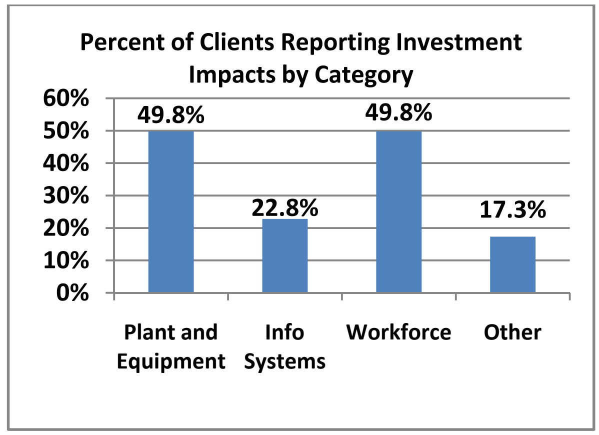


Impact	Dollar Amount
Labor, material, overhead, inventory, energy, etc.	$1 billion
Cost Savings on Investments Made or Avoided	$391 million

- **MEP services leveraged significant new client investment.** Most clients reported that they increased investment in some key area of their operations. MEP services leveraged significant new investments among its clients, totaling nearly $2.2 billion. The bulk of new investments reported by clients were in plant and equipment; but an increasing share of the new investment reported by clients was in more intangible areas such as employee skills, information systems, and research and development. *(See Table 8).*

Table 8

Investment Impacts Reported by MEP Clients
(n=7,648 clients)



Impact	Dollar Amount
Workforce practices and employee skills	$214 million
Plant and Equipment	$1.1 billion
Information systems and software	$128 million
Other areas of business	$202 million

Beginning in FY 2009, NIST MEP began asking clients how likely they were to recommend the center they worked with to other companies, on a scale of one to ten (with 1 representing not at all likely and 10 very likely). The question is asked in a manner consistent with the Net Promoter Score (NPS) methodology, and NIST MEP can use the NPS to evaluate center and program performance relative to this measure of performance. [4] Those clients selecting 10 or 9 are considered promoters, those who

[4] Reichheld, F. (2006). *The ultimate question: Driving good profits and true growth.* Cambridge, MA: Harvard University Press.

selected 8 or 7 are considered passive, and those answering 6 through 1 are considered detractors. Nearly two-thirds of the clients responding to the survey in FY 2009 reported that they would be very likely to recommend the center they worked with to other firms. . *(See Table 9).*

Table 9

Investment Impacts Reported by MEP Clients *(n=7,648 clients)*

Category	Percent Reporting
Promoter	64.8%
Passive	25.6%
Detractor	9.6%

IV. CONCLUSION

MEP focuses on results and outcomes. It maintains its accountability to its clients, investors, and stakeholders by asking the people with the best information - its clients - about the impacts of its work. MEP delivers measurable results to its clients and its investors. Each year, MEP makes it possible for thousands of companies to solve problems, to increase productivity, to achieve higher profits, to find new markets, to adopt technology, and to create and retain thousands of jobs. In FY 2008, MEP clients reported that these services led to:

- Creating and retaining nearly 53,000 jobs.
- Increasing and retaining sales of over $9 billion.
- Modernizing their companies by leveraging over $1.7 billion in new private sector investment.
- Cost savings of more than $1 billion.

Results from other studies reinforce and complement these survey findings. The survey data and these other studies highlight the positive effects on the companies it serves and makes a positive contribution to local, state, and the U.S. economy.

APPENDIX 1: Characteristics of Respondents and Non-respondents

This appendix explores the characteristics of the population selected for survey and examines whether there were important differences among those that responded to the survey and those that did not respond to the survey. The data in this report are from a representative cross-section of MEP clients in FY 2008. Those responding to the survey did not significantly differ from the larger population of all MEP clients that we tried to contact but who did not respond. Thus, the data reported in this report is representative of the target population and represents a conservative and reasonable estimate of MEP program impacts based on client responses. The data reported here represent actual responses from the clients. Data have not been weighted nor have missing data been imputed.

Clients responding were likely to have completed more projects, involving more hours, and were smaller (as measured by employment) than non-respondents. The typical respondent completed 2.7 projects, representing 181 hours of substantive activity and had 164 employees. The typical non-respondent completed 2.0 projects, representing 105 hours of substantive activity and had 238 employees. Below is additional information regarding the characteristics and distribution of the survey respondents compared to non-respondents.

Appendix Table 1.1

Characteristics of Survey Respondents & Non-Respondents in Terms of Establishment Size Category

Employment Size Category	Survey Respondents *(n=7,648)*	Survey Non-respondents *(n=1,273)*
0-19 employees *(n=2,344)*	25.8%	29.1%
20-99 employees *(n=3,521)*	40.1%	35.5%
100-249 employees *(n=1,787)*	20.1%	19.6%
250-499 employees *(n=921)*	10.1%	11.5%
At least 500 employees *(n=348)*	3.8%	4.3%
Total Population *(N=8,921)*	100.0%	100.0%

As this table suggests, the portion of clients responding to the survey closely tracks the distribution of the total population. Smaller clients (i.e., those with less than 100 employees) were slightly more likely to respond to the survey as compared to larger clients (those with 100 or more employees).

Appendix Table 1.2

Characteristics of Survey Respondents & Non-Respondents in Terms of Completed Projects

Number of Projects Completed	Survey Respondents *(n=7,648)*	Survey Non-respondents *(n=1,273)*
1 Project *(n=6,725)*	74.4%	81.4%
2 Projects *(n=1,255)*	14.3%	12.5%
3 or more Projects *(n=941)*	11.3%	6.1%
Total Population *(N=8,921)*	100.0%	100.0%

There appears to be a positive relationship between the number of projects completed with a client and the probability of responding to the survey. This table suggests that clients having only one project with a center were less likely to respond to the survey and those clients with two or more projects.

Appendix Table 1.3

Characteristics of Survey Respondents & Non-Respondents in Terms of Project Length

Project Length	Survey Respondents *(n=7,648)*	Survey Non-respondents *(n=1,273)*
1-16 hours *(n=2,719)*	29.6%	35.8%
17-40 hours *(n=1,881)*	20.9%	22.3%
41-80 hours *(n=1,589)*	17.5%	19.4%
81–120 hours *(n=819)*	9.3%	8.5%
More than 120 hours *(n=1,913)*	22.7%	14.0%
Total Population *(N=8,921)*	100.0%	100.0%

Paralleling the results above, there also appears to be a direct relationship between the overall length of all projects completed and the likelihood of responding to the survey. Clients with higher levels of involvement with a center were more likely to respond to the survey compared to those that had shorter periods of involvement with a center.

APPENDIX 2: Standard Error of the Estimates

All sampling approaches involve the possibility that the results reported could be different from the characteristics of the full population from which the sample is drawn. While the survey is not a sample, not all clients respond to the survey, so it is important to determine and report the confidence intervals of the survey results. The likelihood that there is a range in the estimates depends on two factors: 1) the size of the sample, and 2) the observed distribution of the results in the sample. As to sample size, a sample of 50 is generally regarded as the minimum necessary. As to the observed distribution, the closer to a 50-50 split that exists in the sample, the greater the likelihood that the sample result and the population result will diverge. Because of the large sample size, the confidence intervals around each reported result are very narrow.

To express the degree of confidence in the results relying on a sample, statisticians compute a standard error of the estimate and a confidence interval for the results. The confidence interval expresses the range on either side of an observed sample result that can be expected for the true value of the overall population to fall. The greater the degree of confidence wanted, the wider the confidence interval will be. Statisticians generally use a 95 percent confidence interval. This means that we are 95 percent confident that the true population proportion is in the specified range of the proportion reported based on the sample size.

The table below reports the confidence intervals for the full sample. This table provides the estimates of the standard errors at the 95 percent confidence level. Overall, we are 95 percent certain that the true population proportion ranges between + /- 0.03 percent to + /-1.38 percent of the observed proportion. This means, for example, that if 60 percent of the respondents reported that the services helped them achieve some cost savings, there is a 95 percent probability that the true value for the entire population of MEP clients would fall between 58.6 percent and 61.4 percent.

Appendix Table 2.1

Standard Errors of Estimates for Given Survey Results, 95-Percent Confidence Level, Sample Size of 7,648 Respondents

Reported Result (Percent)	Confidence Interval
1	± 0.03
10	± 0.9
20	± 1.2
30	± 1.3
40	± 1.4
50	± 1.4
60	± 1.4
70	± 1.3
80	± 1.2
90	± 0.9
99	± 0.03

APPENDIX 3: Client Impact Survey – FY 2008 National Results
(n=7,648 respondents)

1. What are the two most important factors for your firm choosing to work with (Center Name)?
   - Center/staff expertise
     Percent of respondents selecting – 58.0%
   - Cost/price of services
     Percent of respondents selecting – 44.5%
   - Fair and unbiased advice/services
     Percent of respondents selecting – 21.8%
   - Reputation for results
     Percent of respondents selecting – 21.8%
   - Knowledge of your industry
     Percent of respondents selecting – 17.2%
   - Specific services not available from other providers
     Percent of respondents selecting – 10.9%
   - Lack of other providers nearby
     Percent of respondents selecting – 5.0%
   - Other (specify)
     Percent of respondents selecting – 7.5%
   - Don't know/Refused
     Percent of respondents selecting – 1.8%

2. In addition to (Center Name), has your company used any other external resources/providers to address business performance issues over the past 12 months?
   Yes – 38.4%
   No – 56.1%
   Don't know/Refused – 5.3%

3. As you look forward over the next 3 years, what do you see as your company's three most important strategic challenges?
   - Product innovation/development
     Percent of respondents selecting – 45.3%
   - Identifying growth opportunities
     Percent of respondents selecting – 59.2%
   - Ongoing continuous improvement/cost reduction strategies
     Percent of respondents selecting – 71.9%
   - Employee recruitment and retention
     Percent of respondents selecting – 19.1%
   - Financing
     Percent of respondents selecting – 18.0%
   - Exporting/Global engagement
     Percent of respondents selecting – 8.0%
   - Sustainability in products and processes
     Percent of respondents selecting – 25.5%
   - Managing partners and suppliers
     Percent of respondents selecting – 13.1%
   - Technology needs
     Percent of respondents selecting – 10.4%
   - Other (specify)
     Percent of respondents selecting – 5.2%
   - Don't know/Refused
     Percent of respondents selecting – 1.5%

4. Did the services you received directly lead to an increase in sales at your establishment over the past 12 months?
   - Yes – 28.8%
   - No – 53.2%
   - Don't know/Refused – 17.8%
   - How much? $3,606,604,198

5. Did the services you received directly lead you to create any jobs over the past 12 months?
   - Yes – 23.7%
   - No – 68.4%
   - Don't know/Refused – 7.7%
   - How many? 13,949

6. Did the services you received directly lead you to retain sales that would have otherwise been lost?
   - Yes – 38.0%
   - No – 42.0%
   - Don't know/Refused – 19.8%
   - How much? $5,477,989,491

7. Did the services you received lead you to retain any jobs over the past 12 months?
   - Yes – 39.6%
   - No – 46.8%
   - Don't know/Refused – 13.4%
   - How many? 38,999

8. Did the services you received directly result in cost savings in labor, materials, energy, overhead, or other areas over what would otherwise have been spent in the past 12 months?

- Yes – 58.8%
- No – 27.1%
- Don’t know/Refused – 13.9%
- How much? $1,023,106,945

8. As a result of the services you received, has your establishment increased its investment over the past 12 months in:

a. Plant or equipment?
- Yes – 34.7%
- No – 57.0%
- Don’t know/Refused – 8.1%
- How much? $1,160,511,414

b. Information systems or software?
- Yes – 22.8%
- No – 69.6%
- Don’t know/Refused – 7.2%
- How much? $128,133,470

c. Workforce practices or employee skill?
- Yes – 49.8%
- No – 40.6%
- Don’t know/Refused – 9.3%
- How much? $214,557,562

d. Other areas of business?
- Yes – 17.3%
- No – 65.4%
- Don’t know/Refused – 16.8%
- How much? $201,967,893

10. As a result of the services you received, did your establishment avoid any unnecessary investments or save on any investments in the past 12 months?

- Yes – 36.3%
- No – 45.5%
- Don’t know/Refused – 17.8%
- How much was saved/avoided? $391,135,457

11. Based on the benefits that resulted from the services provided, how likely would you be to recommend this MEP Center to other companies, assuming they are not direct competitors?

Very Likely	10 – 42.7%
	9 – 22.1%
	8 – 18.7%
	7 – 6.8%
	6 – 3.0%
Neutral	5 – 3.3%
	4 – 1.9%
	3 – 0.5%
	2 – 0.3%
Not at all likely	1 – 0.5%

12. Do you have any suggestions or comments for the center?

13. For analytical purposes, we would like to verify who completed this survey.

What is your job title?

What is your name?